

Application Summary Sheet

Form A

ARIZONA COMMISSION ON THE ARTS

Applicant: **Theatrikos Theatre Company**
Project Dir.: Anne Vogel
Phone: (928) 774-3940
FAX: (520) 774-1274
E-Mail: anne@theatrikos.com
Website: theatrikos.com

Application Number: **410-05**

Category: **GOS II**

Project Title: General Operating Support Level II

Discipline: 04

Project Discipline: 04

Activity Type: 14

Legislative Dist: 002

Congressional Dist: 001

Address: 11 W. Cherry Ave. , Flagstaff, AZ 86001

County: Coconino

Authorizing Official: Jan Rominger

Applied Last Year: ☒ Yes

REQUEST

Total ACA Grant Requested: \$14,350

Grant Amount Recommended: \$10,000

Previous Years Funded: ☒ FY2004

☒ FY2003

☒ FY2002

Rank: H+

Other applications from this organization:

Supplemental Materials: ☐ Slides ☐ CDs/Tapes ☒ Season Brochure ☐ Other:
☐ Photos ☒ Video ☐ News Clippings

Panel Comments:

Theatrikos Theatre Company, 410-05, General Operating Support Level II

STRENGTHS:

F-Has survived 35 years in a difficult environment for live, local theatre

F- Produces new works; theatre offers expanded programming

F-Cultural diversity project, teen project offer opportunities for new audiences

F-Education programs strong

J-Well written proposal, strong organization

J-New artistic director has great training and field exp.

J-New Technical Director has good credentials

J-Critical response has been strong

WEAKNESSES:

J-Believe that artistic director also works at Coconino Community College, may be part time; list part time staff in budget line as FTE's

Theatrikos Theatre Company
Anne Vogel, Executive Director, (928) 774-3940
General Operating Support Grant, Level II
July 1, 2004 to June 30, 2005

Theatrikos is requesting funding from the Arizona Commission on the Arts to support 50% of the Executive Director's annual salary.

I. Artistic quality and creativity of the organization

This grant from the Arizona Commission on the Arts is essential to actualize Theatrikos Theatre Company's management objectives, further the growth and professionalism of the organization, and accomplish the artistic mission and goals established by the Board of Directors, the Executive Director, and active volunteers of the Theatre. In the past several months, Theatrikos has undergone a changing of the guard in management and leadership; the previous Executive Director (Jonathan Beller) left in October 2003 after tenure of seven years with the Company. At that point, the Board initiated a national search for a new Executive Director (Anne Vogel), who began in early January 2004.

The role of Executive Director is absolutely pivotal in enabling Theatrikos to achieve its mission: to provide high quality theatrical performances to the Flagstaff community utilizing a diverse base of performers and backstage talent and to provide formal and informal educational and outreach programs to the community. The Executive Director must provide the professional management of theatre operations, the annual operating budget, marketing and promotion of productions and performances, and the annual membership and season ticket drive. In addition, the Executive Director must also work with the Board of Directors to guide the development of new seasons, new and continuing programs (both production-based and outreach/education-based, including the "Stage Tool" series; *Of Color, Community, and Culture*; and the *P.E.A.C.E. Project*), and new fundraising projects and charity benefits. The knowledge and experience base that the Executive Director brings to Theatrikos allows for the organization to fulfill its mission and to develop itself and its community base more fully for future growth and stability.

Theatrikos is currently in the midst of its 33rd Season as Flagstaff's premier community theatre company (indeed, its *only* theatre company!), which runs the course of the calendar year. (In 2005, the Company will be changing its season planning to match the school year system, thus providing the opportunity to run a Summer Festival program in addition to the regular season offerings.) The 2004 Season includes five diverse plays: *Godspell*, *Frankie and Johnny in the Clair de Lune*, *The Death and Life of Sneaky Fitch*, *Dinner with Friends*, and *A Christmas Story*. In addition to these mainstage productions, the "Stage Tool" program provides a venue for new plays, original works, and plays with more controversial subject matter. This season's first installment is *Night, Mother, W;t* is scheduled for production in the autumn.

The *Of Color, Community, and Culture* series, which is intended to explore and celebrate the human dimensions of social and cultural diversity through the art of live performance, is also continuing with its sixth installment. *Life Without Parole*, an original play by Warren Doody based on interviews with more than 40 women who are incarcerated for killing their abusive partners, is scheduled to run in April 2004. Previous productions include: *Our Young Black Men are Dying and Nobody Seems to Care*, Spiderwoman Theatre's *Winnitou's Snake-Oil Show from Wig-Wam City*, Guillermo Reyes' *The Hispanic Zone*, Eric Zee's *Exit the Dragon*, and Jonathan Payne's *Slavery*.

Theatrikos is also in its seventh year of collaboration with the Northland Family Help Center (NFHC) in producing the *P.E.A.C.E. (Prevention, Education, and Creative Expression) Project*, a high school-aged acting troupe that addresses violence-related issues affecting young people today. With extensive training provided by NFHC, the Theatrikos-trained actors visit schools in and around Northern Arizona (including the reservations), informing and educating young people through the medium of theatre. They perform in approximately 25 venues per year, including regional middle, high, and charter schools, special events and conferences, detention centers, shelters, and at NAU, NFHC, and Flagstaff Medical Center.

Theatrikos Theatre Company
General Operating Support Grant, Level II

II. Ability of the organization to serve the needs of the community including potential public exposure and public benefit, and efforts to reach artists and audiences from culturally diverse groups.

Because Theatrikos is the only live theatre company in Flagstaff, a growing (approximately 3.0% annually) rural community of nearly 60,000 residents, we serve an essential and valuable role in the life of the community and its environs. Our base of community supporters (volunteers, donors, audience members, business sponsors and underwriters) is steady and strong; nevertheless, we plan to grow the company to more fully respond to and reflect the diversity of this amazing region. The new Executive Director's vision is to enhance live theatre programming for the good of both children and adults. This will include providing regular children's theatre offerings (which Flagstaff is entirely lacking); strengthening our ties with and services to the Native American and Hispanic populations within the community; and making Flagstaff into a destination point for its Summer Theatre Festival (in years to come). This last objective, of course, will have vast effects on the city's economy and tourism industry.

Flagstaff is a major cultural center in Northern Arizona and a through-point for tourists because of its proximity to the Grand Canyon (which receives some 4 million tourists annually) and to other cultural and recreational attractions in Northern Arizona. The population diversity of Flagstaff includes Caucasians (77.9%), who are the dominant population group; persons of Hispanic origin (16.1%); Native Americans, primarily Hopi and Navajo (13.3%); African Americans (2.2%); Asian or Pacific Islanders (1.9%); and Other (7.3%). [These statistics were compiled by the Greater Flagstaff Economic Council.] Flagstaff is also home to Northern Arizona University, serving nearly 15,000 students on the Flagstaff campus annually.

Theatrikos seeks to attract local residents and students as well as summer visitors to our theatre activities. Some programs such as *Of Color, Community, and Culture* and the *P.E.A.C.E. Project* regularly attract audiences from across the state. Theatrikos' goal is to provide programs that entertain, educate, and enlighten or challenge these new and diverse audiences. During the 2003 Season, the total audience numbered approximately 7,900 people, and was comprised of all ethnic and racial groups, ages, and sexes. Active theatre volunteers number over 350 annually, including actors, directors, theatre technicians, and office volunteers. The diversity of the community Theatrikos serves is apparent in its audience base as well as its corps of volunteers. Theatrikos continues to attract increasingly diverse audiences, and invests major efforts to this end in both mainstage offerings and in its projects and special programming.

Grant funds will help Theatrikos to pay the small annual salary of the Executive Director (\$25,000, plus a health insurance stipend), whose expertise and knowledge are crucial to the implementation of creative marketing and public relations and cross-promotional campaigns. The Executive Director is also essential in overseeing and expanding current programming that reaches beyond the extent of the mainstage season, including the "Stage Tool" series, cultural and educational outreach efforts, classes and workshops, dinner theatre events, charity performances, special engagements, presenting children's theatre, and planning for the company's future. These programs not only appeal to a wider audience base; they vary in nature and introduce new types of theatrical entertainment, art and education, thereby deepening the total experience of live theatrical performance for the community as a whole.

Theatrikos' level of success is easily measured in numbers (e.g., increase in patronage, volunteers, participation in classes and workshops, and both individual and season ticket sales). Additional measures of success, which may be somewhat more subjective, include media reviews, consensus of artistic staff and the Board of Directors, and the survey of audience members and volunteers.

Theatrikos strives to make its programming accessible to all, and does so through various campaigns put into action by the Executive Director. These include free performances to first-time theatre-goers, complimentary tickets to Big Brothers/Big Sisters and similar organizations, the high school mentorship program, and complimentary tickets to families in rural Coconino County.

Theatrikos Theatre Company
General Operating Support Grant, Level II

III. Managerial/administrative ability of the applicant organization to carry out arts programming and properly administer funds granted.

Ms. Anne Vogel takes the helm of Theatrikos with several years' experience in professional theatre arts and in the non-profit business community. Her business skills include fundraising; grant writing; marketing, promotion, and brand management; theatre and television production/creative services; presentation building; and event management. She is the individual responsible for this and all grants for which Theatrikos applies. In addition to serving as Executive Director of Theatrikos, Ms. Vogel is also an Associate Faculty member of the English and Theatre departments at Coconino Community College in Flagstaff.

Goal	Measure of Success
Produce successful mainstage season	Data tracking of ticket sales, increase in volunteerism, audience, and volunteer satisfaction survey, balanced budget, increase in new and diverse audience members.
Offer season of classes and workshops	Increase in student participation and tuition revenue, artistic/technical growth in students, participant satisfaction survey, quality and expertise of instructors.
Increase statewide participation outreach efforts	Increase number of performances/programs, increase in promotion/marketing opportunities in local & statewide media, results from participant survey.
Produce two additional off-site productions	Audience and volunteer satisfaction surveys, data tracking of ticket sales, returning audience members to and from "in-house" events.
Increase participation in Playhouse Gallery	Survey all spectators at art opening receptions, number of returning visual artists from past seasons, tracking gallery sales and inquiries, increase in exposure of statewide artists.

Data resulting from the Measure of Success will be examined and utilized to modify succeeding programs. The financial and artistic outcome of each stated goal will be determined by the data and new and future stated goals will be developed for future seasons.

IV. History of the applicant organization in presenting, producing or serving the arts.

Theatrikos Theatre Company has grown from a small core of 15 members who met in 1972 in the basement of the historic Weatherford Hotel to a professional community theatre with an annual operating budget of around \$150,000. After performing for many years in various places around the city, Theatrikos found a permanent home in what is now called the *Doris Harper-White Community Playhouse*, located in historic downtown Flagstaff. The Playhouse is a red brick and sandstone building constructed in 1923 on the site of the original Babbitt homestead. Theatrikos has proudly occupied the building since 1988.

Throughout its rich 32-year history, Theatrikos has maintained its commitment to provide high quality theatre productions utilizing a diverse base of community talent. By 1995, the organization had grown to such a point that volunteers could no longer manage the day-to-day operations of the company, the annual operating budget, marketing and publicizing of theatrical performances, and the annual membership drive. The commitment to hire an Executive Director to oversee these activities, and the ongoing strategic planning process, reflect the maturing of the organization and the desire to further serve the community while continuing to grow. The Executive Director plays an essential role in the continuing accomplishment of these goals and success of the theatre to serve this community.

Project Budget

Outline below the budget for the specific project described in this application. Itemize expenses in each category. Refer to the Glossary for explanation of terms. Please round numbers to the nearest dollar. *This form automatically calculates totals; the "0"s will change to totals once you've entered your figures. Tab through entire form to get accurate totals.*

EXPENSES

Expenses (cash only)

1. Salaried Personnel/Staff
 - a) Administrative # of staff \$ 28,712
 - b) Artistic # of staff \$
 - c) Technical/Prod # of staff \$
2. Contracted Services
 - a) Artists \$ 0
- b) Consultants/Other Experts \$ 0
3. Production Expenses \$ 0
4. Space Rental \$ 0
5. Travel \$ 0
6. Marketing/Promotion \$ 0
7. Remaining Operating Expenses \$ 0
8. Total Cash Expenses \$ 28,712
(Total Items 1 thru 7)

Cash Income

(Revenue + Support)

Revenue (earned income - cash only)

9. Admissions \$ 14,356
10. Contracted Services \$ 0
11. Other Revenue \$ 0
- Support (contributed income)
12. Corporate Contributions \$ 0
13. Foundation Grants \$ 0
14. Other Private Contributions \$ 0
- Government Support
 - a) Federal \$ 0
 - b) Regional \$ 0
 - c) State (do not include this request) \$ 0
 - d) County \$ 0
 - e) City \$ 0
- Total Government Support \$ 0
16. Applicant Cash \$ 0
17. Cash Income Without Grant \$ 14,356
(Total items 9 thru 16)
18. Grant Amount Request \$ 14,356
19. Total Cash Income \$ 28,712
(Total Items 17 and 18)

NOTE: CASH EXPENSES MUST EQUAL CASH INCOME

Organization Budget for Three-Year Period

Your Current Fiscal Year began on: 1/1/04 and ends on: 12/31/04 Round amounts to the nearest dollar.

REVENUE <i>(earned income - cash only)</i>	Past Fiscal Year <i>(actual)</i>	Current Fiscal <i>Year (estimated)</i>	Next Fiscal <i>Year (projected)</i>
20. <u>Admissions</u>			
a) Single Ticket Sales	\$ 40,877	\$ 34,000	\$ 35,000
b) Subscription Series	\$ 14,582	\$ 16,000	\$ 18,000
c) Memberships	\$ 0	\$ 0	\$ 0
Total Admissions	\$ 55,459	\$ 50,000	\$ 53,000
21. <u>Contracted Services</u>			
a) Workshops/Classes	\$ 0	\$ 500	\$ 1,000
b) Performance Residency Fees	\$	\$ 0	\$ 0
c) _____	\$	\$ 0	\$ 0
d) _____	\$	\$ 0	\$ 0
Total Contracted Services	\$	\$ 500	\$ 1,000
22. <u>Other Revenue</u>			
a) Sales/Concessions (Gross Revenue)	\$ 5,220	\$ 4,500	\$ 7,000
b) Fund-raising Events	\$ 12,467	\$ 23,275	\$ 25,000
c) Building Rental	\$ 424	\$ 1,200	\$ 1,500
d) _____	\$	\$	\$
Total Other Revenue	\$ 18,111	\$ 28,975	\$ 33,500
 SUPPORT <i>(contributed income - cash only)</i>			
23. <u>Corporate</u>	\$ 6,500	\$ 6,000	\$ 10,000
24. <u>Foundation</u>	\$ 1,950	\$ 3,250	\$ 15,000
25. <u>Other Private Contributions</u> (cash)			
a) Individuals	\$ 6,581	\$ 10,000	\$ 12,000
b) Board Members	\$	\$	\$ 3,000
c) Affiliated Organizations	\$ 11,391	\$ 11,300	\$ 11,300
Total for Items 23, 24 and 25	\$ 26,422	\$ 30,550	\$ 51,300
26. <u>Government Support</u> (identify source)			
a) Federal	\$	\$	\$
b) Regional	\$	\$	\$
c) State			
- Arizona Commission on the Arts	\$ 10,500	\$ 14,350	\$ 15,000
- Other state sources	\$	\$	\$
d) County	\$	\$	\$
e) City			
- Phoenix Office of Arts & Culture	\$	\$	\$
- Tucson/Pima Arts Council	\$	\$	\$
f) Other City Sources	\$ 18,200	\$ 18,000	\$ 20,000
Total Government Support	\$ 28,700	\$ 32,350	\$ 35,000
27. <u>Applicant Cash</u>	\$	\$	\$
28. <u>Funds Released from Restrictions</u>			
29. <u>Total Cash Operating Income</u> (Total Items 20 thru 28)	\$ 128,692	\$ 142,375	\$ 173,800

Organization Budget for Three-Year Period

(continued)

EXPENSES (cash only)	Past Fiscal Year (actual)	Current Fiscal Year (estimated)	Next Fiscal Year (projected)
30. <u>Salaried Personnel/Staff</u> (include salary & benefits)			
a) Administrative	\$ 36,146	\$ 41,957	\$ 46,852
b) Artistic	\$ 9,043	\$ 9,043	\$ 12,043
c) Technical/Production	\$ 0	\$ 0	\$ 19,000
Total Personnel/Staff	\$ 45,189	\$ 51,000	\$ 77,895
Total # of Full Time Employees	1	1	
31. <u>Contract Services</u>			
a) Artistic	\$ 2,331	\$ 2,500	\$ 2,500
b) Consultants/Other	\$ 369	\$ 0	\$ 0
Total Contract Services	\$ 2,700	\$ 2,500	\$ 2,500
32. <u>Production Expenses</u>	\$ 24,207	\$ 28,075	\$ 32,000
33. <u>Space/Facilities</u>	\$ 22,869	\$ 24,495	\$ 25,000
34. <u>Travel</u>	\$ 0	\$ 400	\$ 400
35. <u>Marketing/Public Relations/Promotion</u>	\$ 19,133	\$ 18,900	\$ 20,000
36. <u>Remaining Operating Expenses</u>			
a) Sales/Concessions	\$ 1,171	\$ 1,000	\$ 500
b) Fundraising Events	\$ 1,625	\$ 2,000	\$ 1,500
c) Affiliated Organizations	\$ 2,499	\$ 2,230	\$ 2,230
d) Rentals (other than facilities)	\$ 1,611	\$ 1,650	\$ 1,650
e) Supplies/Materials	\$ 2,180	\$ 2,175	\$ 2,175
f) Insurance	\$ 2,372	\$ 4,200	\$ 4,200
g) Accessibility Services	\$	\$	\$
h) Other	\$	\$	\$
Banking/Accounting	\$ 2,468	\$ 3,150	\$ 3,150
Volunteers/Training	\$ 532	\$ 600	\$ 600
Total Remaining Operating Expenses	\$ 14,458	\$ 17,005	\$ 16,005
37. Total Cash Operating Expenses (Total Items 30 thru 36)	\$ 128,556	\$ 142,375	\$ 173,800
38. <u>Surplus/Deficit</u> (Increase/(decrease) in net assets)	\$ 0	\$ 0	\$
39. <u>What does the organization owe?</u> (Include loans, mortgages, accounts payable, lines of credit, notes)	\$ 0	\$ 0	\$
40. <u>Working Capital Reserves Program</u>	\$ 5,000	\$ 10,000	\$ 20,000

Theatrikos Theatre Company
General Operating Support Grant, Level II

Budget Addendum

Item 20. Admissions a) Single Ticket Sales – Theatrikos is producing five mainstage shows this year, as opposed to the previous year's six. The decision to decrease the number of mainstage offerings was made to accommodate more Stage Tool productions, facility rental, and ease in set production/rehearsal scheduling.

Item 21. Contracted Services a) Workshop Classes – Historically, Theatrikos has not budgeted revenue from workshops because they have been intermittent and unregulated. This year, the organization will be offering consistent workshop series for adults and children. By 2005, regular revenue should be incoming.

Item 22. Other Revenue b) Fundraising Events – Theatrikos is planning several more fundraising events for 2004 than have been produced in years past. With new management in place, visibility and community awareness are heightened, and the company is poised to capitalize on this.

Item 22. Other Revenue c) Building Rental – Theatrikos is welcoming other small live performance groups and companies into its space as often as possible; the shorter mainstage season makes this feasible.

Item 24. Foundation Support – These numbers represent grants receivable from local foundations. This year, Theatrikos is applying for more local grants, and early feedback looks very promising, due in large part to our heightened visibility and the success of our first 2004 production, *Godspell*.

Item 25. Other Private Contributions (cash) a) Individuals – As with Item 24, individual donors are responding to our heightened visibility and opening production with great support for the theatre.

Item 30. Salaried Personnel/Staff a) Administrative – Theatrikos did not pay out any salary for an Executive Director for the months of November and December, 2003.

Item 30. Salaried Personnel/Staff c) Technical/Production – Theatrikos' Board of Directors and Executive Director plan to hire a salaried Technical Director in 2005.

Item 31. Contract Services b) Consultants/Other – Last fiscal year, Theatrikos' Board of Directors hired a facilitator for the Board Retreat; none was hired for this year's Retreat.

Item 32. Production Expenses – Theatrikos hired a live band for the run of *Godspell*; the production expenses reflect payment of the band.

Item 34. Travel – The previous Executive Director did not participate in or attend conferences downstate. The current Executive Director has, and will continue to do so.

Item 36. Remaining Operating Expenses b) Fundraising Events – Due to the addition of more fundraising events for 2004, we are budgeting for higher production costs.

Item 36. Remaining Operating Expenses f) Insurance – This year's budget reflects the addition of a health insurance stipend for the Executive Director.

Item 36. Remaining Operating Expenses h) Other: Banking/Accounting – This year's budget reflects the cost of installing a higher quality (faster) credit card system for the Box Office.